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Planning of Personal Development and Succession

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Abstract

Planning of personal development should ensure the motivation of employees in the company, as well as it should enable employees to develop their professional skills, provide them some work perspective and increase the attractiveness of the work in the company. The goal of planning of personal development and succession in the company is to cover the future need of human resources in the company for the specific jobs. Flexibility of career planning is nowadays the main requirement for it. Due to changes which can be realized in the company (the existence of the company, organizational changes, restructuring, etc.) are threatened workstations of employees, so employees must take the responsibility for the direction of their career by their own.

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1. Planning of personal development – WHY?

Planning in general can be defined as the unique ability of people to deal with the future. The ability to predict the future of the optimum career path means to find the right place on the labor market and to answer on important life questions, that is what or who I want to be in life. Career planning is good also if you are satisfied in your current job, because once if you have to change job, you'll be better prepared, you will not succumb to panic or confusion, because you will know where you are going. During career planning it is important to think about what you like to

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do, what you are good at or excel above others and so on. It is the starting point of creating the image of your possible ideal profession, which goal is greater satisfaction in professional life. Changes that life brings, their dynamism and diversity caused that responsibility for career planning relays on each person and is related to self-assessment. *"The career plan is just the result of self-assessment process of individuals, determination of career goals and conditions for their achievement"* (Kachanakova, 2003).

The growth and personal development of employees should be also in the interest of employer (company). *"Career planning from the side of the company is one of the starting points of the strategic objectives of the company. It uses all information about requirements of the company, about the evaluation of work performance and potential and about succession plans in managerial positions, then it transforms them into the individual career development programs and general arrangements for management development, consulting and mentoring of career"*(Armstrong, 2007).

"Career development is simply the result of interactions between individuals, who elect what best fits their ideas, and the company offering such options that meet their objectives. This double intention is reflected in the relationship between career development, career planning and career management"(Chvostařova, 2015).

Career affects the relationship between the employee and the company and both sides have their own view on the concept of career. Career planning is the process by which employees can define and implement the steps and procedures by which they can achieve their career goals. Career planning is related also with career management, which is a process through which the company selects, evaluates and develops employees who will form a potential qualified talent to meet the needs of the company and to ensure the competitiveness of the company. (Bielikova, 2008)

2. What is career and how to plan it?

Career is a progress of employee in one company from a lower to a higher work position job during the productive life. We can evaluate it in both terms of vertical (office progress) but also horizontal (new knowledge, skills, experience) *"Career is considered as a subjective matter, expresses a person's attitude, his experiences and personal growth"* (Gigalova, 2007). Belohlavek (1994) defines career as a path of human life, especially professional at which a person gains experiences and develops their potential.

Areas of interest of work that reflects the priorities in choosing the job are called **career anchors** and include:

- technical – functional – expresses interest in highly specialized employee (surgeon, programmer),
- managerial – working with people,
- stability – an effort to find permanent employment,
- creativity – self – realization,
- autonomy / independence,
- wage,
- degree - eg. in the army
- creative and mental demand of work.

The career planning is based on the creation of individual personal development plan for specific employee. Chart – processing of career plan is shown in figure 1.

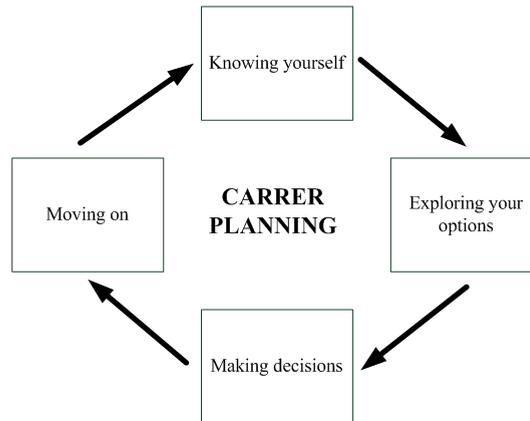


Fig. 1. Career planning of individual employee

Career planning process consists of four steps:

1. *Evaluation of own skills and setting of career goals and development opportunities* – human must make their own assessment of his abilities, interests and sets career goals and personal ambitions for the relevant period, including methods, tasks and material needs to achieve specified goals. Basically it is about answering questions: what I want to achieve, what I want to learn, which areas I want to improve in and why, when, what is the ultimate goal or sub – goals? At this stage it is possible to use SWOT analysis of the individual. This, however, may be distorted by subjectivity, so it is good to use one of the methods for example Johari’s Window or 360 - grade feedback.
2. *Exploring the possibilities* – to make the analysis of opportunities which can be affected by an individual or you can choose another procedure, which is predated by goals and individual assesses opportunities that will lead to the fulfillment of goals in terms of feasibility, appropriateness, his priorities and both advantages and disadvantages.
3. *Decision* – this step is given by the selection of a suitable alternative development, then it comes to drawing up action plans, tools and deadlines.
4. *The final step* – shift in the area one level up or achievement of goals.

For the development of career plan the process is a little bit different, but it also consists of four basic steps:

1. Employee evaluates his individual abilities, considers his interests and establishes his work goals.
2. The company evaluates individual skills and development potential of each employee.
3. Employee is informed about offered career opportunities and what type of career can make in the company.
4. Employee, his superiors and human resources shall consult together how to set goals of employee realistically and process the career plan which towards again achieving these goals.

The result is a career plan (employee's personal development plan) representing a sequence of individual development activities, which includes formal and informal learning, acquisition of such knowledge and experience, which later move the employee to a higher level and better evaluated job, but only in case the check shows compliance with all imposed obligations. (Hraskova, Bartosova, 2014) The part of this process is also control which precedes further evaluation. The time horizon may vary depending on the position of the employee, his skills and his effort to fulfill the task.

3. Succession Planning

Uniform model for succession planning, which could be applied in any business, doesn't exist. Each company may develop its own model while taking into account the size of the company, future development of the company and related future needs of employees with the required qualification requirements and the development of knowledge in the company. Succession planning is the process associated with the future, therefore, should be based on the strategic plans and goals of the company. Strategic plans should help current owners to identify a set of criteria for their successors, so that the company will grow and develop. (Sukalova, Ceniga, 2013)

While creating a succession plan is essential to identify the key employees with high – potential so the company has always a suitable candidate to fill the free job. Succession plans require two forms of effort:

- *Identification and development of key employees* – the goal is to narrow the selection process and also to examine potential employees,
- *Conduct of formal successor tables* – information about the current manager and also about the successors respectively.

The process of succession planning should be a dynamic process on the formation of which should be involved team of people who have an idea about the future development of the company, they are associated with strategic goals of the company and have an idea about their implementation. Succession plan itself may have different forms. The simplest plan is a chain type plan that usually mentions only one alternate to the appropriate position in the company and is used for succession planning in one department of the company.

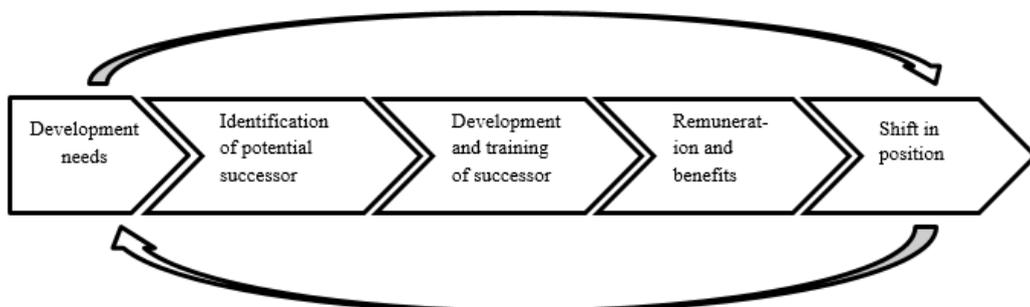


Fig. 2. Succession planning as a sequence of following steps

For the succession planning in the whole company are used pyramid – type of succession plans or plans in the form of a grid, which cover all leading or key positions in the company and for each position specifies more than one successor (usually three) and it is possible also to determine their order.

An important feature of the succession plans is their dynamics, which means that proposals for functions are not fixed, so in case is someone more suitable for a function the succession plan or order of successor may change. Succession plans thus offer alternatives for future occupancy of certain functions, respectively they highlight currently non – existent successor and on the risks connected with that. Into the succession plan can be placed employees based on seniority (age, length of service, length of service in the company), but it is more often on the basis of competence.

When succession planning there is an important question if to plan succession „inside the company” therefore from the own human resources of the company and whether to create a plan for everyone from the moment he stepped into the company or to focus on individuals with high potential. The advantage of focusing on the talent is that the company can pay more attention to them, coach them, mentor them and provide training aimed to develop skills and experience reflecting to the current and future needs of the company. The risk is that you might have overlooked the other great people who have been „doomed” and defeated their progress. The second option is to get

successors from „*outside*”. This option is preferred if the company wants to go in completely different direction in the future and current leaders are not identified with these changes. They want to leave and the new generation inside the company is not sufficiently prepared yet.

4. Conclusions

The success of the company on the competitive markets crucially depends also on competent managers. To have such managers means to give them an opportunity for development and succession in positions. Development of managers is closely linked to the strategy of the company as well as is closely related with the complex social conditions and the business environment, so the process of learning should never end. Modern companies have recognized this fact and they see the potential in humans as a key capital of the company. They associated their performance and competitiveness with the formation of labor potential, which is characterized by a high level of talent, knowledge, skills and motivation.

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